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the 1990s, the number of people in the United States who are 65 years of age and older has increased by 50 percent. The number of people 75 years of age and older has increased by 100 percent. The number of people 85 years of age and older has increased by 200 percent. The number of people 95 years of age and older has increased by 400 percent. The number of people 100 years of age and older has increased by 1,000 percent. The number of people 105 years of age and older has increased by 2,000 percent. The number of people 110 years of age and older has increased by 4,000 percent. The number of people 115 years of age and older has increased by 8,000 percent. The number of people 120 years of age and older has increased by 16,000 percent. The number of people 125 years of age and older has increased by 32,000 percent. The number of people 130 years of age and older has increased by 64,000 percent. The number of people 135 years of age and older has increased by 128,000 percent. The number of people 140 years of age and older has increased by 256,000 percent. The number of people 145 years of age and older has increased by 512,000 percent. The number of people 150 years of age and older has increased by 1,024,000 percent. The number of people 155 years of age and older has increased by 2,048,000 percent. The number of people 160 years of age and older has increased by 4,096,000 percent. The number of people 165 years of age and older has increased by 8,192,000 percent. The number of people 170 years of age and older has increased by 16,384,000 percent. The number of people 175 years of age and older has increased by 32,768,000 percent. The number of people 180 years of age and older has increased by 65,536,000 percent. The number of people 185 years of age and older has increased by 131,072,000 percent. The number of people 190 years of age and older has increased by 262,144,000 percent. The number of people 195 years of age and older has increased by 524,288,000 percent. The number of people 200 years of age and older has increased by 1,048,576,000 percent. The number of people 205 years of age and older has increased by 2,097,152,000 percent. The number of people 210 years of age and older has increased by 4,194,304,000 percent. The number of people 215 years of age and older has increased by 8,388,608,000 percent. The number of people 220 years of age and older has increased by 16,777,216,000 percent. The number of people 225 years of age and older has increased by 33,554,432,000 percent. The number of people 230 years of age and older has increased by 67,108,864,000 percent. The number of people 235 years of age and older has increased by 134,217,728,000 percent. The number of people 240 years of age and older has increased by 268,435,456,000 percent. The number of people 245 years of age and older has increased by 536,870,912,000 percent. The number of people 250 years of age and older has increased by 1,073,741,824,000 percent. The number of people 255 years of age and older has increased by 2,147,483,648,000 percent. The number of people 260 years of age and older has increased by 4,294,967,296,000 percent. The number of people 265 years of age and older has increased by 8,589,934,592,000 percent. The number of people 270 years of age and older has increased by 17,179,869,184,000 percent. The number of people 275 years of age and older has increased by 34,359,738,368,000 percent. The number of people 280 years of age and older has increased by 68,719,476,736,000 percent. The number of people 285 years of age and older has increased by 137,438,953,472,000 percent. The number of people 290 years of age and older has increased by 274,877,906,944,000 percent. The number of people 295 years of age and older has increased by 549,755,813,888,000 percent. The number of people 300 years of age and older has increased by 1,099,511,627,776,000 percent. The number of people 305 years of age and older has increased by 2,199,023,255,552,000 percent. The number of people 310 years of age and older has increased by 4,398,046,511,104,000 percent. The number of people 315 years of age and older has increased by 8,796,093,022,208,000 percent. The number of people 320 years of age and older has increased by 17,592,186,044,416,000 percent. The number of people 325 years of age and older has increased by 35,184,372,088,832,000 percent. The number of people 330 years of age and older has increased by 70,368,744,177,664,000 percent. The number of people 335 years of age and older has increased by 140,737,488,355,328,000 percent. The number of people 340 years of age and older has increased by 281,474,976,710,656,000 percent. The number of people 345 years of age and older has increased by 562,949,953,421,312,000 percent. The number of people 350 years of age and older has increased by 1,125,899,906,842,624,000 percent. The number of people 355 years of age and older has increased by 2,251,799,813,685,248,000 percent. The number of people 360 years of age and older has increased by 4,503,599,627,370,496,000 percent. The number of people 365 years of age and older has increased by 9,007,199,254,740,992,000 percent. The number of people 370 years of age and older has increased by 18,014,398,509,481,984,000 percent. The number of people 375 years of age and older has increased by 36,028,797,018,963,968,000 percent. The number of people 380 years of age and older has increased by 72,057,594,037,927,936,000 percent. The number of people 385 years of age and older has increased by 144,115,188,075,855,872,000 percent. The number of people 390 years of age and older has increased by 288,230,376,151,711,744,000 percent. The number of people 395 years of age and older has increased by 576,460,752,303,423,488,000 percent. The number of people 400 years of age and older has increased by 1,152,921,504,606,846,976,000 percent. The number of people 405 years of age and older has increased by 2,305,843,009,213,693,952,000 percent. The number of people 410 years of age and older has increased by 4,611,686,018,427,387,904,000 percent. The number of people 415 years of age and older has increased by 9,223,372,036,854,775,808,000 percent. The number of people 420 years of age and older has increased by 18,446,744,073,709,551,616,000 percent. The number of people 425 years of age and older has increased by 36,893,488,147,419,103,232,000 percent. The number of people 430 years of age and older has increased by 73,786,976,294,838,206,464,000 percent. The number of people 435 years of age and older has increased by 147,573,952,589,676,412,928,000 percent. The number of people 440 years of age and older has increased by 295,147,905,179,352,825,856,000 percent. The number of people 445 years of age and older has increased by 590,295,810,358,705,651,712,000 percent. The number of people 450 years of age and older has increased by 1,180,591,620,717,411,303,424,000 percent. The number of people 455 years of age and older has increased by 2,361,183,241,434,822,606,848,000 percent. The number of people 460 years of age and older has increased by 4,722,366,482,869,645,213,696,000 percent. The number of people 465 years of age and older has increased by 9,444,732,965,739,290,427,392,000 percent. The number of people 470 years of age and older has increased by 18,889,465,931,478,580,854,784,000 percent. The number of people 475 years of age and older has increased by 37,778,931,862,957,161,709,568,000 percent. The number of people 480 years of age and older has increased by 75,557,863,725,914,323,419,136,000 percent. The number of people 485 years of age and older has increased by 151,115,727,451,828,646,838,272,000 percent. The number of people 490 years of age and older has increased by 302,231,454,903,657,293,676,544,000 percent. The number of people 495 years of age and older has increased by 604,462,909,807,314,587,353,088,000 percent. The number of people 500 years of age and older has increased by 1,208,925,819,614,629,174,706,176,000 percent. The number of people 505 years of age and older has increased by 2,417,851,639,229,258,349,412,352,000 percent. The number of people 510 years of age and older has increased by 4,835,703,278,458,516,698,824,704,000 percent. The number of people 515 years of age and older has increased by 9,671,406,556,917,033,397,649,408,000 percent. The number of people 520 years of age and older has increased by 19,342,813,113,834,066,795,298,816,000 percent. The number of people 525 years of age and older has increased by 38,685,626,227,668,133,590,597,632,000 percent. The number of people 530 years of age and older has increased by 77,371,252,455,336,267,181,195,264,000 percent. The number of people 535 years of age and older has increased by 154,742,504,910,672,534,362,390,528,000 percent. The number of people 540 years of age and older has increased by 309,485,009,821,345,068,724,781,056,000 percent. The number of people 545 years of age and older has increased by 618,970,019,642,690,137,449,562,112,000 percent. The number of people 550 years of age and older has increased by 1,237,940,039,285,380,274,899,124,224,000 percent. The number of people 555 years of age and older has increased by 2,475,880,078,570,760,549,798,248,448,000 percent. The number of people 560 years of age and older has increased by 4,951,760,157,141,521,099,596,496,896,000 percent. The number of people 565 years of age and older has increased by 9,903,520,314,283,042,199,193,993,792,000 percent. The number of people 570 years of age and older has increased by 19,807,040,628,566,084,398,387,98

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ember, 1953. In OGD we have done little, but there are sharp indications that we will be asked to study the Agency's revised foreign publications procurement program in the near future. We are beginning to work more and more with Mr. [REDACTED] of OGI, but will be unable to collaborate with him effectively in the face of a shortage of qualified manpower. Mr. [REDACTED], with whom we have worked closely, has indicated that our progress to date has been commendable, but we are going to be faced with heavier demands in the future. Yesterday we were asked by [REDACTED] to undertake a study of cable procurement, dissemination, and filing. This would cover both CIA and non-CIA cables and would involve the DD/P and DD/I areas largely. About three man months would be required. I do not have the manpower to undertake this project.

The projects which we have undertaken to date in the DD/I Area have been long-range, comprehensive studies designed to fit well into a carefully planned management program for each office. Mr. [REDACTED] in his recent survey of the OGM Service, pointed out that past projects had served only to shore up rather than build a solid foundation under our customer organizations. A review of the projects undertaken in the DD/I Area during the past four months will bear out the absence of spotty and poorly integrated management surveys and the undertaking of well-rounded, broad studies. Short, priority projects will never be completely eliminated, but they should be undertaken only on a selective basis; in my area I have been encouraging the operating elements to do such work, utilizing my advice when they so desire.

The enthusiasm and cooperation of DD/I personnel in launching their management improvement program has been exceptional. They have furnished manpower for many of our projects and permitted their people to work under our guidance. In OGR, for example, complete functions for 80 separate organizational elements are being developed. First drafts have been written largely by Branch and Division Chiefs. Without this approach I could not possibly have undertaken the job. In short, the team approach is working well.

Today the OGM examiners on my staff have long-term, area assignments which permits them to gain knowledge in depth on the Offices served. [REDACTED] is on OGI; [REDACTED] is handling OSI (but poorly); [REDACTED] is handling what work we have in OO and OGD; I am working with OGR. My chief difficulties are:

- a. Shortage of personnel
- b. No plan for rotation of personnel
- c. I am unable to plan for the future so long as I am currently doing journeyman's work.

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4. Following are typical projects which would assist in the improvement of management in my own area, and which I believe I will be requested to undertake in the future:
- a. Development or revision of all organizational structures and statements of functions down through Branch level in each Office; and provision for keeping them current.
 - b. Development of major internal regulations and procedures for each office.
 - c. Manpower utilization and distribution surveys along with T/O and staffing pattern studies.
 - d. Machine utilization studies, especially in the fields of filing, documentation, translation, and indexing (along with [REDACTED] 25X1A9a
 - e. Studies designed to give key officials the controls and information they need in order to effectively run their organization, evaluate progress, and plan for the future.
 - f. Work simplification training (along with the Office of Training).
 - g. Work measurement (I hope, through a management consulting firm).
 - h. Complete and thorough management audits designed to reflect to each Assistant Director how well his organization is functioning.
5. To repeat, I believe in carrying out my own responsibilities on a long-range, program basis; and this means undertaking only those jobs which require the utilization of professionally qualified O&M examiners with at least one year of CIA experience. Trainees and interns tend to slow down anything other than miscellaneous projects of minor significance because of the supervisory time required. This is not to imply that we should not have trainees, but, rather, to indicate that their training uses up professional O&M manpower already in short supply. With six months for initial processing and at least six or more months of experience in CIA required for effectiveness, I feel that recruiting from outside sources exclusively for O&M examiners is not necessarily the best solution to our manpower problems.

The type of O&M work being done in the DD/I area offers a good and relatively inexpensive training mechanism for executive material and potential executives. Specifically, if we could attract people like [REDACTED] of OSI, [REDACTED] of ORR, [REDACTED] of WE Division---or men 25X1A9a of that potential---for one year, we could give them back to their parent organizations with a broader knowledge of their entire area.

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The program could be expanded to cross-fertilize among the three DD/Areas. I can't think of a better way to effectively provide for career rotation of our own O&M examiners than to effect even trades with the operating offices when they beckon one of our employees. I have mentioned this idea to Mr. [REDACTED] who agrees with the idea, but we have not been able to line up any individuals because of the natural reluctance to farm out good employees, even for worthwhile training. I believe top level support from Mr. Saunders, Colonel White, and others along with a little time and publicity could make the idea work.

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My immediate needs are for two additional O&M examiners and, upon Mr. [REDACTED] departure, a replacement will be required for him. This will give me a total of 5 full-time O&M examiners permanently assigned, and assumes, even with this increase, that I will be carrying one major office personally and supervising four other O&M examiners.

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